

# **ANNEXURE A**

**The table below outlines the activities for the Annual Business Plan with quarterly targets to be undertaken during the 2016/2017 FY**

| Strategic Objective                                   | Key Performance Area (KPA)  | Key Performance Indicator (KPI)   | Q1   | Q2  | Q3                            | Q4                         |
|---|---|---|--|---|-------------------------------|----------------------------|
| <b>1.</b> Portfolio Expansion & Growth                | <b>Effective planning, development and or acquisition of new business/ additional stock</b>                                       | Obtain Board approval for the Projects in Strategic Plan. (See<br>1. Acquisition of Inner city Buildings in Germiston | Submit Doc to the Board                    | Obtain approval                             | Submit funding application    | On-going implementation    |
|   |   | Acquire public rental units from the EMM  | Approval on stock to be transferred to EDC | Agreement on stock to be transferred to EDC | Receive 87 units from EMM     |                            |
| <b>2.</b> Develop a Self - Sustainable Business Model | <b>Mobilize funding from shareholder and government sources to finance portfolio development and restructuring of the Company</b> | Prepare application for company restructuring and consolidation.  |  | Develop proposal                            | Implementation on of proposal | Implementation of proposal |
|   |   | Develop revenue stream from council rental stock not transferred to EDC   |  |   | Develop proposal to EMM       |                            |
| <b>3.</b> Maintain and improve revenue collections    | <b>Effective financial management and reporting</b>   | Maintain low vacancy rates (Average at 85%)   | 95%  | 95%   | 95%                           | 95%                        |
|   |   | Increase collection rate of billed rental   | Revise revenue collection plan             | 92%   | 92%                           | 92%                        |
|   |   | Significantly reduce the debtors book (currently at R6m)  | 5%   | 5%  | 5%                            | 5%                         |
|   |   | Eviction of rent defaulters with high arrears   | 5%   | 5%  | 5%                            | 5%                         |

|  |   |   |   |   |   |   |
|--|---|---|---|---|---|---|
| <b>4.</b> Improve Customer Experience  | <b>Effective management of existing housing stock</b>                 | Implement planned maintenance programmes  | Procuring service providers                                     | 20% implemented                           | 40% implemented                           | 40% implemented                           |
|  |   | Improve use of MDA  | Commence use of system to log and resolve tenant problems (MDA) | 40%                                       | 60%                                       | 100%                                      |
|  |   | Effective implementation and maintenance  | Implement of 20% of planned Maintenance                         | Implement of 20% of planned Maintenance   | Implement of 40% of planned Maintenance   | Implement of 40% of planned Maintenance   |
|  | <b>Effective community development and local economic empowerment</b> | Support selected opportunities created through EDC Projects                     | Implement 1 Tenant training Programme                           | Implement 1 Tenant training Programme     | Implement 1 Tenant training Programme     | Implement 1 Tenant training Programme     |
|  |   | Tenant Engagement   | Implement 1 Committee Meeting per quarter                       | Implement 1 Committee Meeting per quarter | Implement 1 Committee Meeting per quarter | Implement 1 Committee Meeting per quarter |
| <b>5.</b> Build Institutional Capacity | <b>Effective management of</b>  | Implement the organizational structure  |   | Advertise                                 | Appoint key staff                         |   |
|  |   | Implementation of Performance Management system linked to a fair rewards system |   | 1st and 2nd levels                        | Sign contracts                            | Performance Appraisals/ Reports           |

|  |  |  |                                      |                                       |                                 |                                       |
|--|--|--|--------------------------------------|---------------------------------------|---------------------------------|---------------------------------------|
|  | <b>human capital</b>   | Number of training and development of funded for staff.        | 2                                    | 4                                     | 6                               | 8                                     |
|  | <b>Achievement of Corporate Governance Standards &amp; Risk Management</b> | Compliance with corporate governance protocols                 | Minimum of 4 Board Minutes per Annum | update Risk Registers twice per Annum | Update SHRA reports per quarter | Update Directors information annually |
|  | <b>Design of policies to support organization growth and development</b>   | Review policies and redesign operational and support processes | Update 2 Polices                     | Update 4Polices                       | Update 6 Polices                | Update 8 Polices                      |